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Draft of the UTK Five-Year Plan Revision April 30, 1999

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TO: Chancellor's Staff

FROM: William T. Snyder W.T.S.
Chancellor

DATE: May 10, 1999

SUBJECT: Revised Five-Year Plan

During AY 1998-99 we have been involved in revising the UTK Five-Year Plan that was last approved by the UT Board of Trustees on June 23, 1994. We submitted to the Board in the spring of 1996 a status report on progress made in implementing the goals in the 1994 plan. We have made substantial progress in implementing many of the goals established in the 1994 plan.

The Advisory Committee for Planning and Budget (ACPB) is the primary custodian of the Five-Year Plan and took the lead during 1998 in revision of the 1994 plan. Many members of the campus community beyond the ACPB membership participated in developing the revised plan which we shall refer to as the 1999 plan. The work of these various groups across campus represents a major revision of the 1994 plan. For example, four new areas are included in the 1999 plan, namely research, outreach, information/computing, and international education.

Attached is the edited version of the 1999 plan as produced by ACPB. The editing involved only formatting and consistency of style and did not involve substantive changes of the content. It is now time to have wide review and comment of the 1999 plan. I am asking you as a group to meet and discuss the plan and prepare comments on the plan by July 1, 1999. You may send consensus comments as well as individual comments to Margaret Russell in my office.

The commitment of UTK to planning and allocation of budgets consistent with our primary goals has been noted and lauded by many persons both within and external to the campus. I am committed to our planning being a dynamic process as we strive to utilize our resources in the most effective manner to enhance the quality and reputation of UTK nationally.

WTS/jt

Attachment

Designation of Responsibility

The central mission of the University of Tennessee, Knoxville (UTK), the state's leading public research university, is to provide the environment and atmosphere for the development of the human resource within the context of a local and global community, ecology, and economy. This mission is accomplished through exceptional teaching, scholarship, artistic creation, public service, professional practice, and administration of our own resources. As an institution of higher learning and as a member of the local and global communities, this mission is also accomplished through a humble acceptance of our responsibility to share and develop resources. Each member of the UTK community must be committed to this University's continued quest for excellence. We recognize our joint mission to be a firm commitment to high academic standards and student learning.

Although certain goals described in this plan are clearly the purview of specific offices, each member of the University community shares in the governance of this University and also shares responsibility for achieving each objective stated herein.

Context

UTK is a community of scholars that aspires to create an environment in which every member of that community has the opportunity to achieve his or her full potential. Students should expect a quality education that empowers them as individuals by introducing new ideas, deepening understanding of complex issues, and presenting opportunities to study and work with people from many different cultures and backgrounds. Faculty should expect a professionally and personally satisfying place in which to work, a student body that is receptive to their best efforts, colleagues who are challenging and supportive, and facilities that enhance teaching and research. Staff should expect an environment where they can continue to grow professionally and perform work that is connected to, supportive of, and valued by all members of the campus community. Alumni should expect a highly regarded institution that consistently maintains and enhances its reputation. Prospective employers should expect graduates to be well prepared academically and to have a strong work ethic, including the ability to function effectively as part of a team. The citizens of Tennessee, the nation, and the world should expect the University to be a valuable resource in addressing the problems of society within the global as well as the local community. This community of scholars should perform at such a high and visible level of commitment to artistic, social, economic, political and scientific research, discovery and learning that UTK will increasingly be the university of choice not only for people in the State of Tennessee but for the citizens of the world at large.

The University of Tennessee, Knoxville aspires to be a university of choice. We recognize the central role that staff play in accomplishing the mission of the University. Our desire is to attract and retain the best faculty and staff persons available. Research and creative activity are central to our mission, yet ample evidence shows that UTK's scholarly reputation and research

productivity will not be sustained by simply maintaining the status quo. Indeed, our research and creative efforts must embrace a global perspective in order for UTK to fulfill its mission of human development. Thus, the University must devote a concentrated effort both to enhance its research and creative activities and to inform the outside world about its successes in these areas.

The citizens and government of Tennessee expect The University of Tennessee, Knoxville, as a land-grant university, to be a valuable resource to the State of Tennessee, the United States, and the world. Whereas the boundaries of UTK historically were defined by the boundaries of the State, UTK in the twenty-first century observes no physical boundaries, serving our constituents on a global scale. In this context, UTK seeks to increase its commitment to its land-grant mission of service to society by becoming a model of engagement with its community and responsiveness to its constituents, and by defining its constituents as citizens not only of Tennessee, but of the world.

Becoming an engaged and responsive institution is not merely a beneficent act; it is essential in a society which demands accountability from public agencies and institutions. UTK cannot afford to be disconnected from the society which sustains and nurtures it. Maintaining and improving credibility with our public depends on our willingness to direct our intellectual resources toward solutions of the world's problems and toward improvement of the human condition. As a consequence, faculty will experience a sense of worth and empowerment as they see their research, scholarship, and creative activity more firmly connected to a larger purpose which ultimately contributes, directly or indirectly, to the common good.

UTK's revitalized commitment to outreach and the fulfillment of its goal to become an institution fully engaged with its community will require the leadership of UTK's senior administration who must demonstrate, specifically and continuously, their commitment to this goal, by securing funding for the outreach mission and those services which support the institution's capacity to execute the outreach mission (e.g. library services, information infrastructure, and projects and exchanges on the local, national, and international levels). While many outreach activities can be and should be self-supporting, other outreach activities, because of their constituents' inability to pay for services, must be supported by the institution. To do otherwise projects a sense of elitism and undermines our land-grant mandate to provide accessibility and service to all, particularly the educationally and economically disadvantaged. Similarly, if outreach is to be embraced by faculty as an important value of the UTK community that is integrated with the research and instruction missions, the importance of outreach must be reflected in workloads, the tenure and promotion process, and in decisions related to faculty remuneration. Furthermore, both basic and applied research as well as cross-disciplinary and cross-cultural research must be encouraged, nurtured and rewarded if UTK's faculty are to contribute to the knowledge base that addresses the many complex problems of our global community--problems that demand our finest minds and most expert research skills. Moreover, if UTK is to enhance its engagement with its community and its constituents, it must provide access to the University's resources and promote interaction and open communication between the University and its constituents. Relationships must be

approached in a spirit of partnership grounded in the sharing of information and resources for the mutual benefit of both UTK and its constituents. The work of the academy, including outreach activities, must necessarily be shaped and informed by engagement with and response to the needs of the community and of the world at large.

Finally, for many years the outreach responsibilities of land-grant universities have been conceived as primarily the duty of the Agriculture Extension Service; however, as beneficial and successful as Extension has been and continues to be, it should no longer carry this mission alone. The complexity, quantity and variety of the challenges of contemporary society are now defined not in national but international terms. They require the resources and participation of all parts of the university through a variety of outreach activities including consulting, technical assistance, basic and applied research, service learning, technology transfer, extension activities, and the use of electronic technology to facilitate public access to UTK's research and instructional resources.

Effective design, deployment, and use of information technology are essential to the core activities of a major university. In a rapidly changing technological environment, our commitment is to meet the ever-expanding need for services by the campus community in a cost-effective manner.

The following goals and objectives will lead to the realization of UTK's vision of becoming a model land-grant university of the twenty-first century:

SECTION 1. CAMPUS CLIMATE GOALS

GOAL 1.1 Create an environment in which all members of this community of scholars are appreciated, respected, and rewarded, and in which traditional "class lines" among faculty, students, staff, and administration are minimized by recognizing that we are a cooperative and richly interdependent community with common values and purposes.

Objectives:

- 1.1.1 Create the means for shared governance. Administrators should consult regularly with existing bodies such as Employee Relations Groups, Exempt Staff Council, Faculty Senate, Student Government, and department and collegial governing bodies.
- 1.1.2 Provide varied intellectual and cultural experiences for students, faculty and staff.
- 1.1.3 Promote outstanding intellectual programs and activities through highly visible public relations initiatives.

- 1.1.4 Provide students with multiple opportunities to participate in research, performance, and other exploratory learning activities throughout the institution.
- 1.1.5 Encourage and support staff to develop to their full personal and professional potential by providing the means for additional education, training, and experience.

GOAL 1.2 Enhance the expectation that all members of the university community share responsibility to support the development and improvement of programs.

Objectives:

- 1.2.1 Enhance mentoring programs for faculty, staff, and students with a primary focus on assisting new faculty, staff, and students in adapting to the community of scholars.
- 1.2.2 Create leadership opportunities for faculty, staff, and students. Establish programs and services that provide opportunities for developing leadership skills.

GOAL 1.3 Cultivate a campus climate that promotes an understanding and appreciation of a diverse campus community.

Objectives:

- 1.3.1 Promote opportunities for continuous learning and development that are enhanced through the interaction of persons from different cultures and backgrounds.
- 1.3.2 Ensure that all UTK policies and procedures promote openness to diversity; discrimination and harassment in any form will not be tolerated.
- 1.3.3 Promote equal educational and employment opportunities.
- 1.3.4 Encourage the expression of different viewpoints on campus issues.
- 1.3.5 Work to rectify existing inequities.
- 1.3.6 Recruit and retain people from under-represented groups.

GOAL 1.4 Enhance the quality of life for all members of the University community.

Objectives:

- 1.4.1 Provide resources and programs that help to meet the needs of all members of the UTK community, such as flexible work schedules, flexible benefits packages, and emergency leaves of absence.

1.4.2 Make all programs accessible to persons with disabilities.

1.4.3 Maintain safe, clean, and adequately equipped office and classroom space.

GOAL 1.5 Review and improve campus safety and security.

Objectives:

1.5.1 Support activities of the Campus Safety Committee.

1.5.2 Encourage campus units to participate in and utilize crime prevention programs sponsored by the University of Tennessee Police Department (UTPD).

1.5.3 Raise awareness of environmental safety issues.

1.5.4 Foster the understanding that safety is both an institutional and a personal responsibility.

GOAL 1.6 Create a climate in which change is embraced as an inevitable opportunity to grow.

Objectives:

1.6.1 Develop models for change so that steps and procedures are clear to the campus community.

GOAL 1.7 Establish an accurate, positive, and readily recognized institutional identity for the millennium and beyond.

Objectives:

1.7.1 Develop an institutional identity that is cohesive, individualized, and unique.

1.7.2 Promote UTK as a leader in the competitive world of higher education.

SECTION 2. STUDENT ENVIRONMENT GOALS

GOAL 2.1 Maintain undergraduate enrollment at approximately its present level, modestly increasing the number and percentage of transfer students while increasing graduate student enrollment in selected disciplines.

Objectives:

- 2.1.1** Develop a recruiting and admission strategy that will ensure an enrollment of 25,000 to 26,000 students with a mix of approximately 19,000 undergraduates and 7,000 graduates, including 460 Law School students.
- 2.1.2** Maintain undergraduate out-of-state enrollment below 15%.
- 2.1.3** Provide for involvement of current students in the review of undergraduate recruiting activities.

GOAL 2.2 Improve the quality and performance of the undergraduate and graduate student body by improving academic programs and support services.

Objectives:

- 2.2.1** Implement the goals of the Center for Undergraduate Excellence that will expand innovative undergraduate programs and promote faculty development programs that foster excellence and creativity in teaching.
- 2.2.2** Continue Program Reviews in Academic Affairs and Administration & Student Affairs and implement appropriate recommendations that result from them.
- 2.2.3** Continue the review of advising services to improve program and career planning for undergraduate students and increase faculty participation in advising.
- 2.2.4** Encourage technological advances and initiatives that improve academic and support services.
- 2.2.5** Expand opportunities for increased interaction between faculty and students in teaching, research, and service learning.
- 2.2.6** Encourage students to use career education and employment placement activities of the Career Services Department.

GOAL 2.3 Enhance educational experience and promote world citizenship for all students by providing a wide range of cultural programs that encourage interchange between academics and extra-curricular activities.

Objectives:

- 2.3.1** Continue student leadership training opportunities through the expansion of Leadership Quest, Focus, and Team Vols activities.

- 2.3.2 Encourage the creation of additional learning communities in University Housing units that facilitate student/faculty interaction.

GOAL 2.4 Build or renovate facilities where students can develop a sense of community by incorporating amenity space (i.e., lounges, study and gathering areas, computer labs, etc.) in the renovation of all facilities.

Objectives:

- 2.4.1 Complete building renovations listed on the annually updated capital priority list as renovation funding is made available by the Tennessee General Assembly.
- 2.4.2 Expand the wellness program in concert with completion of the new Fitness Center.
- 2.4.3 Design and build a new Black Cultural Center.
- 2.4.4 Continue the schedule of renovations and upgrades in University Housing units.
- 2.4.5 Complete a new parking garage and continue to improve parking for the campus community.
- 2.4.6 Increase the emphasis on campus beautification and the creation of more green space.

GOAL 2.5 Increase African-American enrollment through expanded efforts to recruit specifically in areas of Tennessee with significant African-American populations.

Objectives:

- 2.5.1 Increase African-American enrollment at the undergraduate level to 8.5% by 2005.
- 2.5.2 Increase African-American enrollment at the graduate level to 7.5% by 2005.
- 2.5.3 Increase African-American enrollment in the Law School to 11% by 2005.
- 2.5.4 Provide additional fellowship support for out-of-state African-American graduate students to supplement the current program for in-state students.
- 2.5.5 Expand the Minority Orientation Program in an effort to build a sense of community and place for African-American students.

GOAL 2.6 Increase the overall retention and graduation rate of undergraduate students.

Objectives:

- 2.6.1 Increase the percentage of undergraduate students who graduate in six years to 60% by 2005.**
- 2.6.2 Enhance retention by expanding First Year Studies and other freshman initiatives that foster a sense of community and promote the development of academic and professional goals.**
- 2.6.3 Establish a Task Force on Retention.**

GOAL 2.7 Increase the financial support provided to undergraduate and graduate students.

Objectives:

- 2.7.1 Continue to provide funding for merit-based, need-based, and minority undergraduate four year, full tuition and fee scholarships.**
- 2.7.2 Increase graduate assistantship stipends in selected areas to be competitive with peer institutions by 2005.**
- 2.7.3 Increase the number of graduate assistantships.**
- 2.7.4 Increase the money allocated for non-service graduate fellowships.**

GOAL 2.8 Enrich the student body by increasing its diversity.

Objectives:

- 2.8.1 Encourage the transfer of community college students through the development of articulation agreements. Establish articulation agreements with all two-year and community colleges in the state by 2005.**
- 2.8.2 Encourage the enrollment of non-traditional and re-entering students by maintaining and expanding programs and support services.**
- 2.8.3 Continue to diversify the delivery of academic programs to meet the needs of non-traditional students and professionals.**
- 2.8.4 Create a diversified international presence at both the undergraduate and graduate levels through recruitment and monitoring of admissions.**
- 2.8.5 Review programs and services provided for disabled and special needs students.**

SECTION 3. FACULTY GOALS

GOAL 3.1 Maintain a faculty of distinction necessary for the missions of the University.

Objectives:

- 3.1.1 Institute a comprehensive program of compensation rationalization guided by data from peer institutions, which would include correction of any gender-based inequities that might exist and correction of salary inversions or compressions that are inconsistent with respect to merit. Initiate a program of merit bonuses (on the model of the Science Alliance) for the entire faculty. Introduce a periodic, merit-based review for adjustment of base pay.
- 3.1.2 Continue to monitor comparative faculty compensation statistics from peer institutions, by discipline, to ensure that UTK remains competitive. Strive to advance our faculty so as to reduce variance between this campus and any better performers in the peer group.
- 3.1.3 Seek funding for additional endowed professorships.
- 3.1.4 Retain the best faculty by ongoing evaluation and appropriate incentives.

GOAL 3.2 Hire faculty with the expectation to excel in teaching, research, and service.

Objectives:

- 3.2.1 Hire senior faculty with demonstrated track records of scholarship and external funding (as appropriate to the discipline).
- 3.2.2 Hire junior faculty with outstanding potential for teaching and creative/scholarly/research work, ensuring that each has appropriate support for start-up.
- 3.2.3 Recruit more African-American, other minority, and women faculty in areas where they are under-represented. Use special hiring programs to encourage multiple hires so as to create a critical mass.

GOAL 3.3 Increase support for scholarly activity.

Objectives:

- 3.3.1 Maintain and extend campus opportunities for faculty development through various competitive award programs.
- 3.3.2 Encourage faculty participation in international exchanges. Develop programs to host foreign scholars at UTK.

- 3.3.3 Maintain and expand the infrastructure supporting teaching and research, including funding for library materials and services, instructional technology improvements, and basic computer resources and Internet access for all faculty.

SECTION 4. STAFF GOALS

GOAL 4.1 Build the outstanding staff necessary to support a comprehensive land-grant university.

Objectives:

- 4.1.1 Appoint the highest quality individuals for all staff positions.
- 4.1.2 Increase the diversity of staff by developing a plan to identify all avenues for increasing the number of staff from historically under-represented groups. The plan should then be implemented and the success monitored.
- 4.1.3 Improve the salary and benefits of staff to equal or exceed the average within the public higher education community or local market for comparable positions. Explore a compensation plan that includes merit-based pay and is market-driven. Review entry-level salaries and implement a plan to improve the minimums for non-exempt positions.
- 4.1.4 Retain high quality staff. Use data collected in exit interviews and other sources to assist the decision making process for decreasing staff turnover rate.
- 4.1.5 Institute a performance review system that is documented and followed up with each employee.

GOAL 4.2 Achieve high quality service by developing and maintaining the staff.

Objectives:

- 4.2.1 Implement a comprehensive career development program that will offer opportunities for staff to explore career choices and educational and training opportunities so that employees may develop themselves to their maximum potential.
- 4.2.2 Identify and help employees obtain technological training and course work to excel in their current assignments, as well as to position them for further advancement.
- 4.2.3 Develop job enrichment programs and cross-training as a means of adding greater challenge and interest.

4.2.4 Promote local General Equivalency Degree (GED) programs.

4.2.5 Provide dual career assistance for staff.

GOAL 4.3 Enhance the leadership ability of supervisory personnel.

Objectives:

4.3.1 Continue support of Supervisors: The Organization, Achievement, and Responsibilities (SOAR) program.

4.3.2 Continue support for the SuperVision 2000 program, with the goal to have each supervisor trained by the year 2000.

GOAL 4.4 Improve the work life and environment of university employees.

Objectives:

4.4.1 Improve policies and procedures related to flexible work scheduling and flexible work place.

4.4.2 Explore programs that improve the quality of work life, such as child care, eldercare, and wellness programs.

4.4.3 Create and and maintain safe and healthy environment through preventive programs, on-site inspections, and departmental consultation.

SECTION 5. INSTRUCTIONAL GOALS

GOAL 5.1 Continue to evaluate teaching effectiveness, to provide resources for the improvement of teaching and learning, and to recognize and reward effective teaching.

Objectives:

5.1.1 Maintain the program of student evaluations of instruction (CTEP program). Periodically review questionnaires to ensure these are the best instruments available for faculty evaluation and development.

5.1.2 Review the effectiveness of current University policy requiring peer review of teaching.

5.1.3. Continue training and mentoring opportunities for Graduate Teaching Associates, Graduate Teaching Assistants, and Graduate Assistants, coordinated through the Graduate School and encouraged in the departments.

- 5.1.4 Continue support for the Center for Undergraduate Excellence. Request a specific study of undergraduate advising and retention rates.
- 5.1.5 Continue support of a reward system (through salary increases, special awards, etc.) that recognizes outstanding teaching.

GOAL 5.2 Maintain a climate of high academic expectation, beginning with admission and orientation and continuing with strong support services that enhance the learning environment.

Objectives:

- 5.2.1 Continue to enhance the academic content of summer orientation.
- 5.2.2 Increase the participation rate of faculty involved in first-year studies.
- 5.2.3 Continue to focus admissions recruitment material to emphasize the distinctive advantages of undergraduate education at a comprehensive research university.
- 5.2.4 Support and encourage the demonstration of student excellence through participation in student competitions, national exams, and award competitions such as Rhodes, Truman, and Marshall scholarships.
- 5.2.5 Create opportunities for faculty and academic units to learn about and adopt new instructional modes and approaches that add to the value and excitement of student learning.
- 5.2.6 Build quality in graduate and professional programs through support for increased student recruitment, more non-service fellowships, and improved graduate student stipends.

GOAL 5.3 Emphasize quality and accountability in every graduate and undergraduate program through rigorous review of program productivity, faculty performance, student achievement, and need.

Objectives:

- 5.3.1 Revise the Academic Program Review process to strengthen its effectiveness, responsiveness, and value to academic units and to reflect improvements in a revised APR document.
- 5.3.2 Ensure that input from program reviews and the Council of Deans is used in allocating resources.

- 5.3.3 Establish a budget process that links the allocation of resources to initiatives of the Advisory Committee for Planning and Budgeting.

GOAL 5.4 Strengthen the relationship between assessment of student performance/educational outcomes and teaching/learning activities.

Objective:

- 5.4.1 Inventory current assessment activities and make recommendations for improvement of assessment activity and policy.

SECTION 6. RESEARCH GOALS

GOAL 6.1 Increase the investment in research and creative activities by gaining more leverage from the use of facilities and administrative (F&A) cost recoveries and reallocating other funds.

Objectives:

- 6.1.1 Utilize the "research incentive funds" (equal to 25% of F&A funds recovered) returned to colleges and programs exclusively for encouraging excellence in research and creative achievement.
- 6.1.2 Revise University fiscal policies to allow research incentive funds to be carried over from one fiscal year to the next, as needed to support large research efforts or acquisitions.
- 6.1.3 Double the amount of funding (in proportion to total F&A recoveries) allocated for research incentive activities, matching, and research infrastructure.
- 6.1.4 Consolidate programs to support research and associated activities (such as faculty development and student travel to professional meetings) under the Vice Chancellor for Research.
- 6.1.5 Allocate a portion of F&A recoveries for library acquisition of journals and books.

GOAL 6.2. Expand the funding base that supports graduate education and research.

Objectives:

- 6.2.1 Raise graduate assistantships to competitive levels, focusing initially on the most successful programs or individuals.

- 6.2.2 Solicit funds for graduate stipends and supplements as part of all development activities; explore the possibility of redirecting some existing scholarship funds to graduate education.
- 6.2.3 Consider relaxing the restriction on the number of foreign graduate students in a department or program while maintaining college or university limits to increase the number of graduate students.

GOAL 6.3 Raise the expectations, requirements, and rewards for faculty participation in research.

Objectives:

- 6.3.1 Improve salaries and support for the most effective and successful researchers and scholars.
- 6.3.2 Consider excellence in research or creative activity as a major factor in all decisions on hiring, tenure, and promotion.
- 6.3.3 Create more incentives for faculty and staff to submit external proposals and encourage department heads to make proposal submission an expected responsibility of all faculty in fields where such funding is available.
- 6.3.4 Implement policies at the departmental level that promote differentiated work assignments so as to increase faculty research productivity.
- 6.3.5 Enlarge the number of faculty leave awards to provide additional support for faculty research at distant sites. Also encourage departments and colleges to schedule research semesters for deserving faculty.

GOAL 6.4 Develop an organizational structure that removes impediments to successful proposals and excellent research.

Objectives:

- 6.4.1 Strengthen the formal review process for approval and continuation of institutes to insure they are satisfactorily integrated with the University's missions.
- 6.4.2 Examine the current policy of accounting for on-campus versus off-campus research costs to ensure appropriate F&A costs are charged.
- 6.4.3 Enhance the system for approval of proposals, grants, contracts, materials transfers agreements, etc.

- 6.4.4 Invest more in technology transfer/economic development efforts, including working with UTRC to enhance the commercialization of the University's intellectual property and possibly establishing a University-affiliated business incubator and a research park.
- 6.4.5 Establish a competitive program to support start-up costs for new faculty and postdoctoral fellows for interdisciplinary research projects, possibly funded by an increased proportion of returned F&A funds.
- 6.4.6 Review the distribution of graduate fee waivers to ensure that graduate assistants are utilized in a manner most consistent with the University's unique mission in the state.

GOAL 6.5 Improve the monitoring of research outcomes, productivity, and impact.

Objectives:

- 6.5.1 Compile records university-wide of research productivity, such as publications, for use in documenting successes.
- 6.5.2 Obtain access to citation indexes and utilize such information (along with other indicators) to measure the quality and impact of research.
- 6.5.3 Study the best ways to document the quality of creative achievements that do not involve publication, and implement a system of tracking and reporting these successes.
- 6.5.4 Improve and strengthen all Academic Program Reviews to include explicit evaluations of the quality and productivity of research and creative activities.

GOAL 6.6 Communicate research discoveries and triumphs more visibly and effectively to the University administration, State government, and the public.

Objectives:

- 6.6.1 Encourage all departments and programs to develop and maintain informative home pages that describe their research and creative achievements with assistance from the Office of Research and the Center for Innovative Technology.
- 6.6.2 Enhance publicity for UTK research and creative activities, including expanded coverage on radio and television and greater efforts to reach national-level media.
- 6.6.3 Make greater use of UTK faculty in directly communicating the importance of research and creative activity to external constituencies.

GOAL 6.7 Establish new research ventures consistent with the thematic areas identified in the Deans' Report to APEC.

Objectives:

- 6.7.1** Construct the National Transportation Research Center on Pellissippi Parkway jointly with Oak Ridge National Laboratory and develop major new research projects in conjunction with the center.
- 6.7.2** Construct a building, cooperatively with Oak Ridge National Laboratory and with the State of Tennessee support, to house the Joint Institute of Neutron Sciences and expand the research capacity of University faculty in the neutron sciences.
- 6.7.3** Develop the Advanced Visualization and Virtual Reality Center with Prosolvvia, Inc. and other partners.
- 6.7.4** Develop new research programs, jointly with Oak Ridge National Laboratory and private industry, in functional genomics and structural biology.
- 6.7.5** Develop research support as part of technology license agreements.

SECTION 7. OUTREACH GOALS

GOAL 7.1 Revitalize UTK's commitment to its land-grant mission.

Objectives:

- 7.1.1** Provide leadership at all levels for the outreach effort by demonstrating a commitment to UTK's goal to become an engaged institution, committed to serving its constituencies through an aggressive outreach program.
- 7.1.2** Develop high quality outreach programs that mirror UTK's unique institutional strengths.
- 7.1.3** Provide access to UTK resources for all constituents, including the traditionally disenfranchised and educationally and economically disadvantaged groups.
- 7.1.4** Establish the Office of University Outreach as a central resource in supporting academic units in developing and/or enhancing their outreach efforts.
- 7.1.5** Develop and market programs and courses that use existing technologies to meet constituents' lifelong learning needs.

- 7.1.6 Seek opportunities to use emerging technology to remove constraints of time and distance in outreach activities.

GOAL 7.2 Develop mechanisms to facilitate University-wide participation in outreach.

Objectives:

- 7.2.1 Include goals for outreach in the mission of each unit.
- 7.2.2 Recognize faculty, staff, and student contributions to outreach with unit and campus awards.
- 7.2.3 Provide financial incentives to encourage and reward departments that increase their outreach activity.
- 7.2.4 Provide opportunities for student participation in outreach activities by encouraging service learning courses and student involvement in voluntary community service activities.
- 7.2.5 Identify outreach programs of excellence in each unit of the institution and nurture and support them as prototypes for propagating new models for outreach throughout the institution.
- 7.2.6 Strengthen UTK's relationship with the Institute of Agriculture (IA) by enhancing opportunities for and supporting collaborative efforts between IA and departments, colleges, and units of UTK that relate to IA goals.
- 7.2.7 Establish and maintain a campus outreach advisory group with representatives of all units to promote communication, networking, partnering and cooperative effort among units, avoiding duplication of activities.

GOAL 7.3 Provide a secure financial base for outreach activities.

Objectives:

- 7.3.1 Establish budget allocation strategies to support outreach in each department.
- 7.3.2 Increase fund raising and development activities to provide supplemental financial support for outreach, particularly for economically disadvantaged constituents and other non-profit organizations and agencies.
- 7.3.3 Increase collaborative relationships with state and federal agencies and private foundations to increase and support outreach.

GOAL 7.4 Improve communication about outreach with UTK's constituents.

Objectives:

- 7.4.1 Establish a system for aggressive external communication of UTK outreach resources.
- 7.4.2 Develop an effective marketing system that is directly integrated with programs.
- 7.4.3 Conduct regular and ongoing community needs assessment to guide and prioritize extensions of programs and services.
- 7.4.4 Conduct regular and ongoing assessment of institutional resources available for outreach and extension activities.

GOAL 7.5 Expand and increase partnerships, networks, and coalitions with government agencies, elementary and secondary schools, industry, business, and other higher education institutions to strengthen outreach and research programs.

Objectives:

- 7.5.1 Support and increase joint institutes and ventures linking UTK with external organizations such as TVA, the Oak Ridge National Laboratory, etc.
- 7.5.2 Support mechanisms to make available on the Internet current information about faculty expertise and interests.
- 7.5.3 Promote partnerships between business/industry, government and UTK to promote research collaboration and technology transfer.
- 7.5.4 Expand activities and increase support of the Office of Business/Industry Programs and Technology Transfer.
- 7.5.5 Nurture, support and build on collaborative programs and partnerships with elementary and secondary schools.

SECTION 8. INFORMATION / COMPUTING GOALS

GOAL 8.1 Provide customer-driven support services and the infrastructure to empower students, faculty, and staff, independent of location, to fulfill the mission of the university.

Objectives:

- 8.1.1** Maintain and enhance the telecommunications infrastructure to provide voice, video, and data access.
- 8.1.2** Maintain and enhance the computing infrastructure that supports instructional, research, and administrative functions of the University.
- 8.1.3** Maintain and enhance the support services, including consulting, training, software and hardware procurement, and problem resolution.

GOAL 8.2 Promote the creative and effective utilization of the information infrastructure by students, faculty, and staff.

Objectives:

- 8.2.1** Provide to students, faculty, and staff educational and training opportunities for developing and using information technology.
- 8.2.2** Provide timely information access, utilizing network based tools, such as the World Wide Web and data warehousing technologies.
- 8.2.3** Facilitate technology-driven instruction utilizing Web delivery and multi-media.
- 8.2.4** Revise and apply University cost models to ensure equity and compliance with federal, state, and local laws.
- 8.2.5** Participate in policy formulation for the use of information technology in the distributed campus environment.
- 8.2.6** Extend communication by maintaining the University's Web-based Homepage.

GOAL 8.3 Provide technical leadership for the development of the information infrastructure in the distributed campus environment.

Objectives:

- 8.3.1** Assess the needs of the campus community systematically and continuously.
- 8.3.2** Test, evaluate, and deploy emerging technologies.
- 8.3.3** Encourage the expansion of the First Responder support program to leverage and share critical skills across campus.

8.3.4 Define and promote standards for technology-enhanced classrooms and facilities.

8.3.5 Support the integration of information technology with the academic focus areas of the UTK campus.

GOAL 8.4 Develop relationships and provide leadership at the local, state, and national level to enhance the information infrastructure that supports students, faculty, and staff.

Objectives:

8.4.1 Work in partnership with other institutions of higher education to promote information technology initiatives.

8.4.2 Pursue strategic relationships with vendors and others in the private sector to improve University access to leading edge technologies.

8.4.3 Bring support and leadership to local and state information initiatives.

8.4.4 Promote active participation by staff in professional information technology organizations.

8.4.5 Expand opportunities for professional development for UTK staff members who are supporting the information infrastructure.

SECTION 9. INSTITUTIONAL ENHANCEMENT GOALS

GOAL 9.1 Create a regional, national and international awareness of UTK's unique mission in Tennessee and its fundamental value and impact.

Objectives:

9.1.1 Increase our efforts to disseminate information to the public about UTK, its programs and people.

9.1.2 Enhance state officials' understanding of the benefits Tennessee obtains from the instruction, service, and research missions of UTK.

9.1.3 Increase the number and effectiveness of collegiate and departmental boards of visitors/advisors.

9.1.4 Strengthen the Chancellor's Associates program and look for opportunities to develop similar groups throughout the state and region.

- 9.1.5 Work closely with the UT National Alumni Association to ensure that the full range of UTK activities is incorporated into alumni programming.

GOAL 9.2 Create a greater level of awareness among members of the campus community regarding the value of institutional enhancement and incorporate the entire campus community into this effort.

Objectives:

- 9.2.1 Develop a mechanism for the training and continuing education of deans and department heads on issues related to fund-raising, alumni affairs and external relations.
- 9.2.2 Ensure the faculty's awareness of the importance of their creative, scholarly and research achievements in generating support for UTK.
- 9.2.3 Expand the activities of the Student Alumni Association and Senior Gift Program to involve more undergraduate and graduate students in the advancement process.

GOAL 9.3 Build upon the momentum generated by the successful completion of the 21st Century Campaign and position UTK for mini-campaigns and the next campus-wide campaign.

Objectives:

- 9.3.1 Work with the Chancellor's staff and Deans to redefine campus-wide and collegiate fund-raising priorities for the post-Campaign era.
- 9.3.2 Broaden the scope and efforts of activities directed at securing planned and deferred gifts to UTK.
- 9.3.3 Expand business/industry partnerships and corporate and foundation support.
- 9.3.4 Raise the total amount of private annual support to average \$40 million per year during the next five years.

SECTION 10. INTERNATIONAL EDUCATION GOALS

GOAL 10.1 Expand participation of UTK faculty in a wide variety of educational and research activities abroad, contributing knowledge and expertise, enhancing professional development of faculty, and increasing the international reputation and stature of the University.

Objectives:

- 10.1.1 Encourage faculty participation in international education activities and recognize its importance in the tenure review process and for merit raises.**
- 10.1.2 Help faculty identify and obtain internal and external funding for international education activities by increasing visibility of these services and by providing centralized coordination.**
- 10.1.3 Increase the visibility of faculty participation in international education activities by providing opportunities for interaction throughout the University community and sharing information about specific events.**
- 10.1.4 Expand formal and informal international networking and foster greater participation of faculty from across the University in these linkages.**
- 10.1.5 Enhance support services for expediting paperwork and other needs of faculty traveling internationally.**
- 10.1.6 Establish through University-wide policy standards for minimal equitable pay and benefits for faculty on international educational leave.**

GOAL 10.2 Strengthen opportunities for long and short term participation on campus of scholars and artists from outside the United States.

Objectives:

- 10.2.1 Encourage and support the invitation of international scholars and artists to the University campus.**
- 10.2.2 Increase centralized support services to assist with housing, paperwork and other needs of long- and short-term visitors.**
- 10.2.3 Secure resources such as monies, office space, equipment, and housing necessary for specific activities of international scholars and artists.**
- 10.2.4 Increase the visibility of international scholars and artists and their involvement with the University community beyond the unit sponsoring the activities through centralized coordination.**

GOAL 10.3 Increase graduate and undergraduate student participation in education abroad and other international learning experiences.

Objectives:

- 10.3.1 Heighten student awareness regarding international learning opportunities through dissemination of information.
- 10.3.2 Develop a mentoring process involving faculty and experienced peers to assist students in matching international learning opportunities to their needs, in obtaining the required approvals and papers, in acquiring adequate funds, and in successfully pursuing Fulbright, Marshall, Rhodes, Rotary and other grants/programs.
- 10.3.3 Encourage faculty to create international learning opportunities with and for graduate and undergraduate students which may include course credit, research participation, conference participation and/or other activities.
- 10.3.4 Provide venues for graduate and undergraduate students to share their international learning experiences.
- 10.3.5 Foster interaction between international students and American students at UTK who have had international experience.

GOAL 10.4 Create a diverse international student presence at both the undergraduate and graduate levels.

Objectives:

- 10.4.1 Review and update UTK *Guidelines on Foreign Student Enrollment* developed in 1982.
- 10.4.2 Increase international awareness of UTK academic programs and actively recruit students from under-represented geographical areas according to established guidelines.
- 10.4.3 Expand orientation and support services for international students and families that accompany them.
- 10.4.4 Foster opportunities for interaction between international students and all students on campus.
- 10.4.5 Seek funding to help cover tuition and other expenses for international students.

GOAL 10.5 Incorporate international participation into UTK's plan for Distance Education.

Objectives:

- 10.5.1 Establish a policy for international participation in Distance Education opportunities offered by UTK.

10.5.2 Develop programs for Distance Education that facilitate collaboration among participants world-wide.

10.5.3 Encourage faculty to establish international institutional linkages for Distance Education.

10.5.4 Provide professional development opportunities, technical support, and provision of resources to help faculty develop Distance Education that includes international audiences.

GOAL 10.6 Enhance UTK's international profile through collaborative agreements with universities and other institutions outside the United States.

Objectives:

10.6.1 Pursue joint degree programs with universities in other countries.

10.6.2 Augment faculty and graduate/undergraduate student international exchanges through collaborative agreements.

10.6.3 Encourage and support faculty to develop and to establish international collaborative agreements that go beyond short term projects.

10.6.4 Expand opportunities for collaborative research among UTK and international scholars and artists.

10.6.5 Increase the visibility of international collaborative projects.